DOCC Operations in JTF-Kuwait

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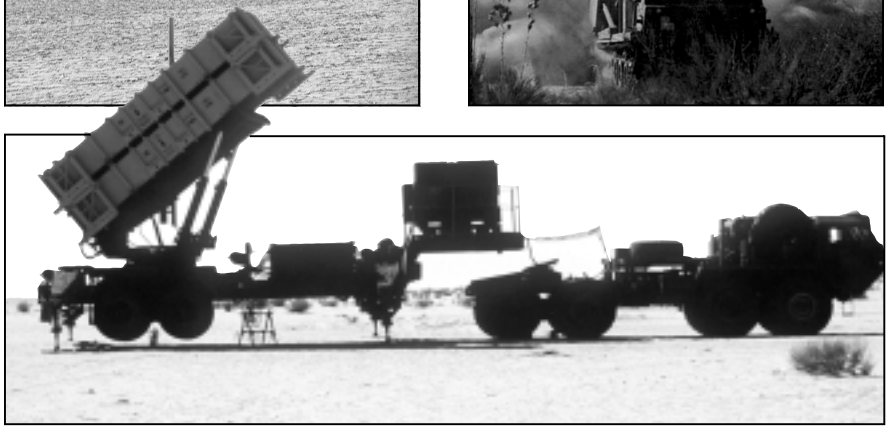
Deep fires at the coalition/joint task force level is the collective and coordinated use of indirect fire, armed aircraft and other lethal and non-lethal means in support of the joint force commander's (JFC's) battle plan that gives him the competitive edge to dominate the air, land and sea. Joint fires operations extend throughout the theater and vertically into space and include effects from any service component in coordinated actions to fulfill the joint commander's priorities and his concept of operations.



F-16 Falcon, Apache Helicopters, Patriot Air Defense Missile and ATACMS

Synchronization of joint fires requires the integrated, simultaneous activities of intelligence, air operations, ground operations, maritime operations and logistics in time and space. Targets include not only fielded enemy units, but also enemy centers of gravity, such as his leadership; infrastructure and key production components for transportation, energy and command, control, communications and intelligence (C^4I); nuclear, biological and chemical capabilities; theater ballistic missiles; war-making industries and the population via non-lethal means. Successful joint fires produce immediate and long-term effects on the enemy's capability and will to prosecute the war.

This article describes how the US Central Command (USCENTCOM) plans and executes joint fires from its forward deployed Coalition/Joint Task Force-Kuwait (C/JTF-Kuwait). The task force is established when the commander of Third US Army/US Army Forces Central Command (ARCENT) is forward deployed in support of the commander-in-chief CENTCOM (CINCCENTCOM). The discussion includes the "job description," organization and procedures of the joint force land component command's (JFLCC's) deep operations coordination cell (DOCC).

Although C/JTF-Kuwait was also a coalition headquarters, this article focuses on US joint fires at the operational level. As such, C/JTF-Kuwait is referred to as JTF-Kuwait for purposes of this article. These US joint operations are the basic operations into which the coalition forces are integrated to contribute to deep operations.

Overview: Battlefield Command and Framework

The CINCCENTCOM normally will be JFC for operations that involve US Army Forces Central Command (USARCENT). (ARCENT is CENTCOM's equivalent to an army force, called ARFOR.)

In theater-level operations, the CINCCENTCOM typically establishes functional component commanders. Under most circumstances, the commander of USARCENT also is designated the JFLCC in the CENTCOM area of responsibility (AOR).

JFLCC responsibilities include the employment of land forces in theater, organization for combat, priority of the main effort and designation of fire support coordination measures (FSCMs), boundaries and a phased ground scheme of maneuver to support the campaign or operation.

However, as the JFC, the CINCCENTCOM retains approval authority for joint force employment, orders and graphical control measures to ensure unity of effort and integrate and synchronize combat assets.

The JFLCC employs a battlefield framework that establishes operational responsibilities for subordinate commanders and provides a way to visualize how they will employ their forces against the enemy—especially critical for the deep battle. The primary tool he uses to establish the deep operations battlefield framework is the fire support coordination line (FSCL). He organizes the battlefield in such a manner as to provide enough time and space for his major subordinate commands (MSCs) to conduct their own fights.

Delineation of responsibilities focuses unit AORs and is based on mission, enemy, terrain, troops and time available (METT-T). Delineation does *not* prevent a unit from nominating targets outside its area for inclusion in the joint integrated priority target list (JIPTL) and air tasking order (ATO).

The JFLCC commander delineates targeting responsibilities using one or a combination of methods: battlefield geometry, enemy force responsibilities and timeframes.

Battlefield Geometry. The JFLCC commander may use a control measure, such as the FSCL, to delineate responsibilities. The MSCs conduct targeting short of the control measure, while the JFLCC conducts targeting beyond the control measure to the forward boundary of the joint operations area. Each MSC conducts deep operations from the forward line of own troops (FLOT) out to the FSCL with its organic attack systems, but it may nominate targets beyond the FSCL for attack with air interdiction (AI) assets. The JFLCC can nominate targets outside of its area of responsibility through the ATO planning process.

Enemy Forces. The JFLCC commander may designate enemy formations as the targeting responsibilities of particular MSCs. This may be used in conjunction with geographical or event limits or triggers. For example, "X Corps is responsible for the 1st OPFOR [opposing force] Army south of Running River."

Timeframe. The JFLCC commander can designate times for an MSC's targeting responsibilities. For example, he could designate his corps plan and fight forces that will impact the JTF 24 to 72 hours out while the JTF covers forces whose effects are more than 72 hours out.

Joint Fires Synchronization: The DOCC

The JFC normally designates the JFLCC as the supported commander for surface operations in the area between the JFLCC's rear and its forward boundaries. The JFLCC accomplishes his joint fires tasks listed in Figure 1 via the DOCC.

The DOCC's mission is to apply operational fires (lethal and non-lethal) in accordance with the commander's guidance to create the conditions for success on the battlefield. The DOCC must accomplish three tasks while planning, synchronizing and executing deep operations to achieve the commander's intent. First, the DOCC facilitates maneuver in depth by suppressing the enemy's deep strike systems, disrupting the enemy's operational maneuver and tempo and creating exploitable gaps in enemy positions. Second, it must isolate the battlefield by interdicting enemy military potential before it can be used effectively against friendly forces. And third, the DOCC is to destroy critical enemy functions and facilities that eliminate or substantially degrade enemy operational capabilities.

The ARFOR G3 is the executive agent for deep operations. All other ARFOR staff sections are responsible for coordinating deep operations actions with the G3. The DOCC is part of the ARFOR's G3 shop.

The DOCC coordinates targeting guidance and objectives, develops a candidate target list (CTL) for integration with the ATO and monitors ATO execution and FSCMs. It is divided into five branches: the deep operations branch, consisting of the plans, target development and operations sections; the electronic warfare (EW) branch; the command and control warfare (C^2W) branch; the psychological operations (PSYOP) branch; and the fire support element (FSE).

Deep Operations Branch. The first of the five is the deep operations branch (operational fires).

Plans Section. This section plans the deliberate targeting process. It begins

- Plan and execute ground operations within his assigned area of operations to support the commander-in-chief's (CINC's) campaign plan.
- Consolidate, deconflict, prioritize and nominate targets for joint fires to the coalition/joint force air component commander (CJFACC) for inclusion in the joint integrated prioritized target list (JIPTL) and the air tasking order (ATO).
- Coordinate planned organic fires between the fire support coordination line (FSCL) and the land component command's (LCC's) forward boundary.
- Submit requests for immediate air support against time-sensitive targets (TSTs) and high-payoff targets (HPTs) to the battlefield coordination detachment (BCD) operations officer in the air operations center (AOC).
- Establish LCC fire support coordinating measures (FSCMs) and boundaries; coordinate FSCMs with CJFACC via the BCD.
- Provide combat assessment relative to the accomplishment of the coalition/joint force command (CJFC) directed or component-derived objectives to the CJFC and other components on enemy ground activity and future intent.
- Provide mobile target nominations via the BCD to the CJFACC's mobile target working group.

Figure 1: Deep Operations Coordination Cell (DOCC) Tasks

1. Delay 2d OEF by xx hours. D-D+6	On ATO	Attacked	BDA*				Assessment**
			D	DMG	MD	LD	
1A. MOB/CM, Destroy RR & Road Network NE Section of Country (2 Junction/Switch Yards), MOB Eng Assets & Key Choke Points (Bridges) Unusable	63	63	15	1	6	11	A
Destroy 50% of HETs (Sets)	2	2				2	A
Rail Network	8	8	1			3	G
Highway Bridges	49	49	14		5	6	A
Engineer Assets (Sets)	3	3		1	1		A
1B. C³I. Destroy Nodes, Brigade and Above	10	8	5	5			G

Legend:

ATO = Air Tasking Order
BDA = Battle Damage Assessment
C³I = Command, Control, Communications and Intelligence
OEF = Operational Echelon Force

***D =** Destroyed
DMG = Damaged
MD = Moderately Damaged
LD = Lightly Damaged

**G = Mission Accomplished
A = Partial Success
R = Minimum Success
◯ = No Assessment

Figure 2: Sample Combat Assessment of "Delay Second Operational Echelon Force" for ATO G

by participating in the future plans (96 hours and beyond) and future operations (24 to 96 hours) operational planning groups.

The plans staff initiates the Decide phase of the Decide, Detect, Deliver and Assess (D³A) targeting methodology during the planning process. In conjunction with G2/G3 planners, the DOCC plans section conducts high-value target (HVT) and high-payoff target (HPT) analysis and develops draft targeting guidance and objectives.

The plans section continues refining the recommended objectives and conducts detailed staff planning during its daily target guidance working group (TGWG). Additionally, the TGWG considers future FSCL placement and other FSCMs, as needed.

The plans section presents the results of this battle staff synchronization to the JFLCC's deputy commanding general (DCG) during the daily targeting board (DTB). The DTB provides an opportunity for the DCG, staff and components to synchronize and deconflict operational fires.

The DTB is the forum used by the JFLCC to obtain approval of the 72-hour targeting guidance and objectives and receive additional guidance for the 96-hour planning period. It also provides the subordinate MSCs specific guidance for joint fires and targeting.

The DTB prepares the JFLCC DCG for the JFC's joint coordination board (JCB). This ensures the DCG has visibility on the JFC's concept of joint fires, ensuring joint synchronization from the JFLCC perspective. The DTB presentation is tied in detail to the ATO cycle, the estimated enemy and friendly situations, the concept of fires and the recommended targeting guidance and objectives.

Before the 72-hour targeting guidance is presented, the DOCC chief reviews the current combat assessment against standing targeting objectives (see the example in Figure 2). This sets the stage for the 72-hour targeting concept and recommended guidance and objectives.

Also, the staff weather officer displays the effects of weather on friendly and enemy actions for future ATO periods. This presentation focuses on joint fires resources and specific weather effects. Figure 3 is an example of the staff weather officer's input to the DTB.

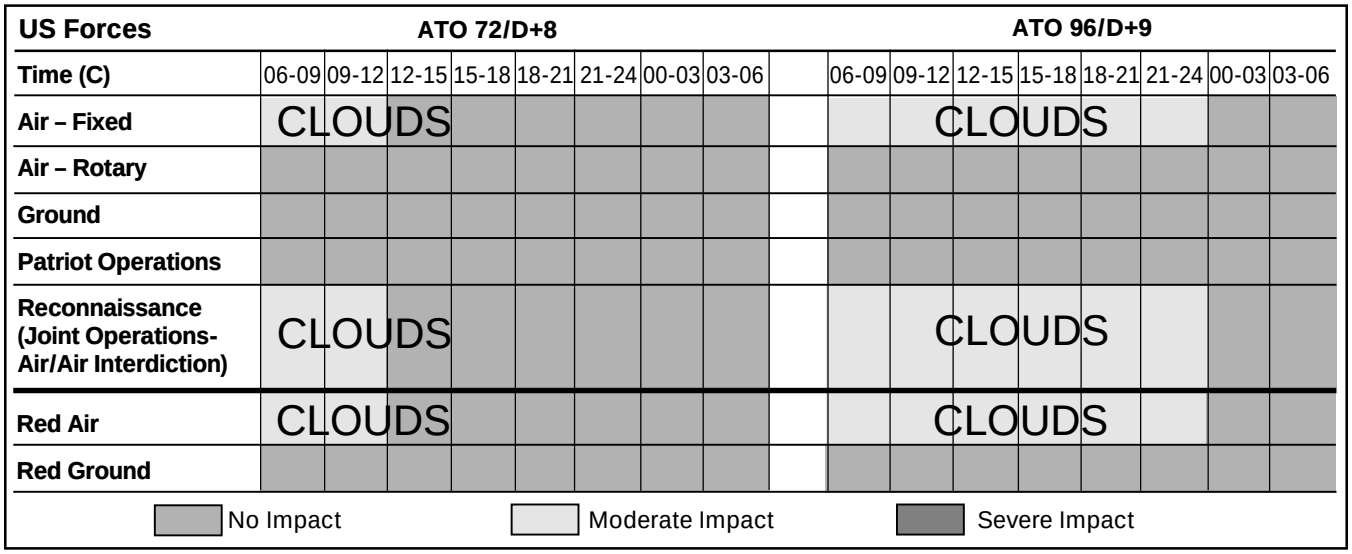


Figure 3: Weather Impact on Joint Operations-Air (JOA)

The G2 and G3 planners lead the main portion of the DTB briefing with the estimated enemy and friendly situations (72 hours out). The briefing includes estimated enemy courses of action (COAs) and planned friendly force arrays. Additionally, any planned FSCMs are presented in relationship to time and battlefield geometry. Most importantly, this includes the anticipated location of the FSCL and any possible movements or shifts during the ATO period.

Once the baseline information is presented, the details of the targeting effort are displayed through a concept of fires paragraph and by identifying targeting objectives synchronized with the enemy situation and friendly concept of operations (see the example in Figure 4).

The targeting guidance and objectives are finally captured in a single slide known as the battlespace shaping matrix (BSM). This product becomes the source tool for the remainder of the targeting effort, to include execution. The BSM articulates the targeting objectives in priority, the target sets in support of each objective and the HPTs for each target set (see Figure 5). The BSM also provides time-sensitive target priorities and attack guidance as well as "kill box" priorities beyond the FSCL.

The final check and balance of staff synchronization regarding competition for limited resources occurs when the collection manager (CM) displays the collection asset programming slides. These slides demonstrate the collection systems' nesting with the targeting objectives and the coverage provided during the ATO period.

Once the targeting guidance is approved, the plans section disseminates the JFLCC targeting guidance to the battlefield coordination detachment (BCD) plans section to ensure the JFLCC commander's guidance and intent are accurately represented at the joint force air component command's (JFACC's) joint air operations center (JAOC). This occurs during the daily joint guidance and apportionment targeting (JGAT) meeting.

Target Development Section (TDS). The TDS is the focal point for deep operations target nominations. After receiving the commander's targeting guidance, the TDS coordinates with subordinate land component units for joint fires target nominations and develops a consolidated CTL. This list includes all the JFLCC's nominations to the JFACC for integration into the ATO.

The TDS reviews each target nomination and history to ensure every target meets the JFLCC commander's targeting guidance. Individual targets are plotted using the global command and control system-Army (GCCS-A) to avoid duplication.

Digital is the primary communications mode for subordinate units to submit target nominations to the DOCC. The advanced FA tactical data system (AFATDS) is the principal means by which Army corps and the US Marine units pass target nominations to the DOCC. AFATDS has some limited interface capabilities with other systems, such as the Air Force's contingency theater automated planning system (CTAPS).

CTAPS contains several modules that can help the targeting process. The primary CTAPS module used for target nominations in the JFC's AOR is the rapid application of air power (RAAP). RAAP is a target development tool that receives externally generated intelligence data; helps target nomination and validation; accesses local target, threat and order of battle databases; and integrates high-level knowledge of enemy operations and intelligence with current and historical data.

The DOCC uses RAAP to collect and prioritize target nominations and create the CTL. Currently, RAAP works within the CTAPS common operating environment, but the newer versions will be able to operate in a "stand-alone" configuration outside the CTAPS environment.

After the TDS consolidates and prioritizes the proposed CTL, the staff judge advocate (SJA) representative within the DOCC reviews it. The SJA rep is responsible for conducting rules of engagement (ROE) and law-of-war legal reviews of all targets nominated on the CTL. For the legal review, he uses Tarcheck, a DOS-based program that provides a list of key facilities (collateral) within a two- to four-kilometer radius of the nominated target.

With this information, the SJA representative makes recommendations to the DOCC chief as to whether or not to strike a nominated target. If there is a great potential for collateral damage and the target maintains its military necessity, a recommendation to use precision-guided munitions or another method of engagement to mitigate collateral effects may be included on the CTL for that specific target request.

Finally, the TDS briefs the DOCC chief during the CTL review board for approval of the CTL before forwarding it to the BCD. The BCD is the JFLCC's representative at the JAOC that advocates to the JFACC the CTL for inclusion in the ATO. This review board highlights each target category related to targeting objectives and verbally and graphically summarizes the consolidated CTL.

Operations Section. This section is responsible for battle management of ATOs that are 48 and 24 hours out from execution. This includes monitoring the development of the ATO and other deep operations planned and coordinating the complementary actions required to support the JFLCC's guidance and intent.

The routine functions and actions performed by the operations section are to synchronize current operations with future operations. The operations section recommends changes to approved targeting guidance for the next 24 to 48 hours as well as changes to planned FSCMs due to unanticipated enemy actions. The section reviews the incoming ATO against the CTL submitted by the TDS, using the ATO list and the non-supported target list received from the JFACC. (Non-supported targets are those submitted by the BCD that are not on the next ATO.)Targets not resourced are recommended for inclusion on a later ATO.

Other operations section functions: prepare the AI divert list for targeting guidance changes (24- to 48-hour time period); integrate theater missile defense (TMD) attack operations with deep battle operations; receive and parse the ATO and conduct ATO hand-over briefings with the FSE; receive feedback from the BCD on JFLCC AI nomina-

Complete destruction of the second operational echelon force (OEF); priority of effort to #1 and #2 divisions in order.

- ***Maneuver:*** destroy maneuver brigades of enemy division; priority to armored, then mechanized units.
- ***Fire Support:*** destroy all artillery, destroy reconnaissance, surveillance and target acquisition (RSTA).

Figure 4: Target Objectives for ATO 72/D+8

	Target Objective 1 Complete Destruction of 2d OEF (XXX)		**Target Objective 2** Disrupt Offensive Spt/Prevent Withdrawal		**Target Objectives 3** Influence Actions		**Target Objective 4** Destroy Enemy's Ability to Deliver WMD		**TSTs****
Unit	Units; #1, #2 in Order		Committed Forces		Un-Committed Forces				TLE: 200 m/100 m S: Scud Launcher A: Stationary T: 20 Minutes P: Al, ATACMS
Time	On Order		D+6 to O/O		D+7 to O/O		D-Day to D+45		
Pri	**Cat**	**HPTs**	**Cat**	**HPTs**	**Cat**	**HPTs**	**Cat**	**HPTs**	
A	Man	T-72 (D*) BMP (D)	CSS	Class III Vehicles (D) Class V Vehicles (D) Resupply Points (D) MSRs (N)	Mil	Corp/DiV Leaders	FS	Scud (D) RSTA (D) Frog (D)	TLE: 200 m/100 m S: Missile System A: Stationary T: 20 Minutes P: Al, ATACMS
B	FS	MRL (D) RSTA (D)	C^3I	NCA (N) Corps CPS (D)	Insg	Leaders Members	C^3I	Fiber Optic Comm Links (D)	TLE: 200 m/100 m S: MRL A: Stationary T: 20 Minutes P: Al, ATACMS
C			M/CM	HETs (D) Rail Networks (N) Key Bridges (N)	Civ	General Populace	CSS	Ammunition (D) Maintenance (D) Storage (D)	TLE: 2 km/100 m S: HELOS 10+ A: Stationary T: 1 Hour P: Al, ATACMS
D									TLE: 2 km S: Armor Battalion + A: Stationary T: 1 Hour P: Al
E									TLE: 1 km/100 m S: FOB A: Stationary T: 1 Hour P: Al, ATACMS

Killbox Priorities: AB1, AB2, AB3, AB4/Man (AR, Mech), FS, CSS

***Desired Effects:** Neutralize (N) Attrit (A) Destroy (D)

****TLE =** Target Location Error (Accuracy of Sensor) **S:** Size of Target **A:** Activity of Target **T:** Time of Acquisition **P:** Attack System Priority

Legend:

AI = Air Interdiction
ATACMS = Army Tactical Missile System
C^3I = Command, Control, Communications and Intelligence
Cat = Category
Civ = Civilian
CSS = Combat Service Support
Corps CPs = Corps Command Posts
FOB = Forward Operating Base
FS = Fire Support
HETs = Heavy Equipment Transporters
Insg = Insurgents
Man = Maneuver
M/CM = Mobility/Countermobility
Mil = Military
MRL = Multiple Rocket Launcher
MSRs = Main Supply Routes
NCA = National Command Authority
OEF = Operational Echelon Force
O/O = On Order
Pri = Priority
RSTA = Reconnaissance, Surveillance and Target Acquisition
TSTs = Time-Sensitive Targets
WMD = Weapons of Mass Destruction

Figure 5: Battlespace Shaping Matrix (BSM)—Phase XX of ATO 72/D+8 (Example)

tions submitted to the JFACC; assess the commander's guidance and objectives through the combat assessment board; and develop operational fires fragmentary orders (FRAGOs).

The operations section manages a variety of multi-echelon, multi-service systems to ensure the DOCC is integrated with the JFC's joint-targeting cycle. AFATDS builds and passes battlefield geometry, enters FSCMs and monitors subordinate unit status. CTAPS receives and parses the ATO and any other JAOC products, such as the air control order (ACO). Targets submitted by the MSCs that made the ATO are then transmitted using AFATDS. Finally, the GCCS-A receives the common operating picture to monitor the current friendly and enemy situations.

Fire Support Element. The FSE serves as the current operations section of the DOCC. It is located in the JFLCC operations and intelligence (O&I) section where it interfaces with the G2, G3 and other staff sections and agencies. This positioning allows the FSE to advise the battle captain on the use of operational fires resources.

Target management is the most important function the FSE performs. This is the process of monitoring the execution of the current ATO and other deep attack missions planned. The FSE monitors the execution of JFLCC targets for each ATO cycle by reviewing air mission results through mission reports (MISREPS) and pilot reports (PIREPS) on CTAPS. Additionally, the FSE uses AFATDS to monitor indirect fire activities.

Based on the current situation and with the battle captain's approval, the FSE coordinates "diverts" (re-directing airborne aircraft from striking one target to strike another higher priority target) and "re-roles" (changing the mission of airborne aircraft—close air support, AI,

etc.—to attack a new set of targets). These actions are coordinated through the BCD operations cell to the JFACC for approval. In line with these actions, the FSE also serves as the adjudicator of close air support allocations for subordinate ground forces. This involves shifting assets as necessary to support the different MSC fights.

Attack of time-sensitive targets is an FSE function. The FSE establishes quick-fire links via digital means (AFATDS) and voice means (mobile subscriber equipment, or MSE). These links are connected to various sensors and shooters in theater, such as the Army's Air Missile Defense Command, force FA (FFA) headquarters and BCD. The choice of the weapon to attack a time-sensitive target is driven by the asset that can service it in the most expedient manner, usually aircraft or the Army tactical missile system (ATACMS).

The FSE recommends FSCMs to facilitate the use of fires in support of the JFLCC. The FSCL is the predominant control measure recommended by the FSE. In close coordination with the battle captain, the FSE monitors the positioning of the FSCL to ensure it facilitates the current fight. If changes are deemed necessary, they must be identified a minimum of six hours out to allow for dissemination to all units operating in the theater.

This control measure serves as the line of coordination for engaging targets in the joint operations area. The MSCs generally fire targets short of the FSCL while the JFLCC's DOCC focuses on targets beyond in an effort to shape the battlefield for future operations. During the offense, the FSCL is generally placed further forward of the FLOT to facilitate rapid advance of ground forces with minimal coordination. In the defense, the FSCL is generally placed closer to the FLOT to allow the JFACC maximum opportunity to employ air power with minimal coordination.

C^2 Warfare Branch. This branch plans, coordinates and executes information operations (IO): physical destruction, operations' security (OPSEC), EW, deception, PSYOP, public affairs (PA) and civil affairs (CA) The branch establishes priorities and plans the execution of IO between joint and Army organizations; it also provides input to the CTL for lethal and non-lethal targeting through a comprehensive nodal analysis. Finally, the branch represents the JFLCC at the JFC's IO board or convenes an IO working group for the JFLCC, if the JFLCC is designated as the JTF.

AFATDS provides quick-fire links.

Land Information Warfare Activity (LIWA) personnel augment the C^2W branch. The Joint Command and Control Warfare Center (J^2C^2W) and Joint Warfare Analysis Center (JWAC) also may augment the C^2W branch when Third Army functions as a JTF.

EW Branch. This branch is the G3's proponent for planning, coordinating and integrating EW operations with other combat disciplines using non-lethal fires. EW is an element of IO and works to ensure maximum synergy in support of the overall IO effort. The G3 EW officer is a member of the Third Army IO working group.

When Third Army/ARCENT performs its role as a JTF, a joint force commander's EW staff (JCEWS) is formed to coordinate EW activities in the staff and with components. The JCEWS reviews EW target nominations and ensures electronic frequencies are deconflicted.

Primary responsibilities of the EW branch include coordinating between EW, intelligence and operations agencies to determine whether expected advantages of EW operations outweigh potential losses of intelligence capabilities; assessing friendly and enemy effects of EW activities on operations; recommending and developing EW targets for the JFLCC CTL; coordinating input for the joint restricted frequency list (JRFL) and assessing situations requiring frequency deconfliction; and chairing daily JCEWS meetings.

PSYOP Branch. The PSYOP branch serves as the G3 proponent for PSYOP activities. The branch plans and coordinates PSYOP among military and governmental intelligence and operations agencies, assesses friendly and enemy effects of PSYOP activity on operations, recommends and develops PSYOP targets for the JFLCC CTL, and deconflicts PSYOP activities with other lethal and non-lethal disciplines. The PSYOP branch also serves as a standing member of the operational planning and the IO working groups as well as other internal and external coordination boards.

The success of the JFLCC commander's battle plan depends heavily on the ability to plan, coordinate and execute deep operations using joint and coalition fires. To maximize deep operations effectiveness, the commander must understand the capabilities each US service and coalition nation bring to the fight. It's vital that everyone clearly understands the JFLCC's guidance and intent—from the JFACC down to the executor.

The DOCC is the agency for making joint deep operations "happen" for the ground force. It must understand and apply complex concepts and appropriate tactics, techniques and procedures (TTP) to employ deep fires to meet the land force commander's targeting objectives. The DOCC is the link for deep operations success on tomorrow's joint battlefield.

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